Cross Channel Communication Design

Critical Literature Review
Agenda

- Introduction
- Communication Viewpoints
- Channels
- Transactions
- Design and implementation
- Future Research
Introduction
Communication

15. Jones, N. Fit mobility into a multichannel and multiplatform strategy. (2012)
Introduction
Design and business orientation

27. Sharma, A. Choosing an optimal channel mix in multichannel environments. (2007)
Introduction
Business Silos
Introduction
Transaction based

Channel

- **Performa level** (social correspondence)
  - Expose commitment
  - Formulate thought
  - Utter sentence

- **Informa level** (cognitive correspondence)
  - Evoke commitment
  - Educe thought

- **Forma level** (notational correspondence)
  - Perceive sentence

**Medium level**

Transmission of messages
Introduction
Transaction based
Towards Cross Channel Communication

<table>
<thead>
<tr>
<th>Customer Service</th>
<th>Communication</th>
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<tbody>
<tr>
<td>Service-centred paradigm for Interaction implementation; Service Acceptance using business cases</td>
<td>Customer experience and engagement; Communication data interpretation; Enhancing Channel options within transactions; Closed communication loops</td>
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<th>Channel</th>
<th>Implementation</th>
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<td>Characteristics; Maturity to be able to change channels; Channel similarities</td>
<td>Organisational changes; Multichannel strategy; Best-of-breed modular concepts; Training free interfaces</td>
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- Introduction
- **Communication Viewpoints**
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Communication Viewpoints

Customer centric viewpoint
- Customer experience
- Customer behaviour
- Readiness

Company centric viewpoint
- Customer value management
- Customer analysis
- CRM standpoint
- Processes
- Customer portals
Customer centric viewpoint

33. Vassilakis, C. A knowledge-based approach for developing multi-channel e-government services. (2007)
Company centric viewpoint

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<thead>
<tr>
<th>Aware</th>
<th>Search</th>
<th>Buy</th>
<th>Receive</th>
<th>After Sale</th>
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<td>Select</td>
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- Introduction
- Communication Viewpoints
- **Channels**
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Channels

- The notion of channel
- Channel characteristics
- Channel issues
- Channel organization
- Channel implementation
The notion of channel

- **Channel**
  - A Channel is a protocol description used for communication over a medium during the execution of a transaction.

- **Service**
  - A Service is the experienced behaviour of information and process components of a carried out transaction.

32. Terlouw, L. Modularization and specication of service-oriented systems. (2011)
Channel characteristics

Properties\textsuperscript{[15]}

- Customer context\textsuperscript{[35]}
- Customer preferences\textsuperscript{[16]}
- Business
- Paradigm (interaction style)
- Target devices

Channel Maturity\textsuperscript{[36]}

- Creating presence
- Aligning fundamentals
- Achieving efficiency
- Leveraging across channels
- Optimizing operating mode
  - achieving repeatable cross-channel processes

15. Jones, N. Fit mobility into a multichannel and multiplatform strategy. (2012)
Channel characteristics

As the number of media increase\textsuperscript{[16]}

Business processes should be created \textit{from within communication theory} instead of integrating new, incompatible channels into existing processes.
Channel issues

- Implementation is a technical challenge
- Not all channels are efficient
- Channel overlap
- Channels and devices become indirectly integrated

29. Stephens, K. K. Multiple conversations during organizational meetings development of the multi communicating scale. (2012)
Channel organization

30. Sullivan, P. J. Hype cycle for application services. (2012)
Channel implementation

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- Introduction
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Design and implementation

- Multichannel Strategies
- Design challenges
- Multichannel Implementation issues
Multichannel Strategies

Strategy Maturity\[^{23}\]
- Single channel
- segmented
- graduated
- migrator (moving customers to other channels)
- activity based (channel per type of activity)
- integrated

Six Strategy Stages\[^{27}\]
- coverage
- profitability
- number of channels
- decision rules
- strategic channels
- optimal channel strategy

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27. Sharma, A. Choosing an optimal channel mix in multichannel environments. (2007)
Design challenges

Best of Breed vs. Fully Integrated Systems

"No, it's MY data!"

Multichannel Implementation issues

- PSI and DELTA

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Future Research
Literature review results

► Customer Service
  ► Service-centred paradigm for Interaction implementation;
    Service Acceptance using business cases
  
► Communication
  ► Customer experience and engagement;
    Communication data interpretation and measurement;
    Enhancing Channel options within transactions; Closed communication loops

► Channel
  ► Characteristics; Channel similarities
    Maturity to be able to change channels;

► Implementation
  ► Organisational changes; Multichannel strategy;
    Best-of-breed modular concepts; Training free interfaces
Future Research

- More Literature reviews?
  - Mail me relevant papers: mark@mulderrr.nl
- Combining the results and filling in the gaps
  - Customer Service
  - Communication
  - Channel properties
- Validation
  - PSI and DELTA channel specifications